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ABSTRACT

This document provides a guide for the initiation, development, and evaluation of Iranian public library service. It is intended for use by Iranian librarians, library boards, government officials, and interested citizens. Its sections contain numerous guiding principles which are the standards. Each standard provides a measure of achievement or a guiding principle of good policy. The standards are relatively objective, observable, and at least in a broad sense, quantitative. Only those standards are included which have a direct and positive relation to the quality of Iranian public library facilities and services. It should be possible for librarians, library boards, or interested citizens to go through the document, sentence by sentence, and measure their own library by answering "yes", to this standard, "no" to that, "maybe" or "partially" to others. When honest answers are affirmative for a majority of the standards, libraries are well on the way to giving good quality service. (LI 004244 through 004266 are related.) (Author)

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MINISTRY OF SCIENCE AND HIGHER EDUCATION
INSTITUTE FOR RESEARCH AND PLANNING IN SCIENCE AND EDUCATION
TEHRAN BOOK PROCESSING CENTRE

IRANIAN PUBLIC LIBRARY STANDARDS

The Nature of These Standards.— This document provides a guide for the initiation, development, and evaluation of Iranian public library service. It is intended for use by Iranian librarians, library boards, government officials, and interested citizens. Its sections contain numerous guiding principles which are the standards. Each standard provides a measure of achievement or a guiding principle of good policy. The standards are relatively objective, observable, and at least in a broad sense, quantitative. Only those standards are included which have a direct and positive relation to the quality of Iranian public library facilities and services. It should be possible for librarians, library boards, or interested citizens to go through the document, sentence by sentence, and measure their own library by answering "yes", to this standard, "no" to that, "may be" or "partially" to others. When honest answers are affirmative for a majority of the standards, libraries are well on the way to giving good quality service.

The term "standard" means a specific criterion against which adequacy and quality can be evaluated. The specific standards constitute the minimum and essential elements found in those publiclibraries which have achieved a reasonable degree of adequacy. Taken together, they constitute the base line of public library service to which the people in every Iranian community are entitled.

This set of standards is a tool to be used rather than a definitive statement of what a public library should be. Each library will differ from its neighbor, just as each Iranian community is different from all others. Above all, it must be recognized that these are guides for evaluation of a dynamic institution in a dynamic society. They will need further review and revision after not more than ~~at the end of~~ ten years' use.

LI 004 267

The inevitable limitations of standards that measure service offered must be recognized. Standards cannot measure the public library's success in achieving its ultimate objectives. Such objectives relate to the personal satisfactions, the intellectual, social, and cultural growth of a host of individual users, and through them, subtly and indirectly, and over a long period, influences on a whole community's life and culture. That these influences are at work every librarian knows through his occational glimpses into library users' lives. But he cannot measure their depth and range. The ultimate achievements of the public library must remain a matter of faith in the power of accurate information, important ideas, and inspiring works of art to give an upward thrust to the lives of the many people served.

Some Iranian communities have the necessary resources and local pride to provide library service well above minimum requirements, with high local levels in all municipal services being their appropriate performance measure. Public libraries exceeding certain of these minimal requirements will use them only as a point of reference.

It should be clear that no Iranian library will meet all the standards in this document. At the present time, most libraries will meet very few of them, perhaps none. However, the importance of public libraries to the White Revolution demands that they improve greatly in coming years. Further, since most Iranian public libraries are small and poor, the present demand level for library service is not a useful indicator of the amount and variety of demand which will develop once the public has seen library benefits directly. This improvement need not necessarily encompass all of these standards at one time. As a matter of fact, improvement can start with part of one of these standards and can be spaced over a decade or two. Starting at a very low level is to be expected, but steady upward progress must be made. With the aid of the Ministry of Culture and Fine Arts, and the Board of Trustees for Public Libraries, as well as interested local officials and citizens, surely Iranian public libraries will develop rapidly in the future.

These standards have been approved and are recommended by the Tehran Book Processing Centre, Institute for Research and Planning in Science and Education, affiliated with the Ministry of Science and Higher Education, as well as by the Ministry of Culture and Fine Arts Board of Trustees for Public Libraries.

The Nature of Public Libraries.— It should be clear that Iranian public libraries include all publicly or privately supported municipal libraries open to the general public, and exclude libraries serving primarily schools, colleges, universities and government agencies. Town, city, ostan and national libraries are included no matter what their sponsoring agency is. in the definition. Usually, their book stock is general and popular, rather than specialized by subject or scholarly level.

The modern public library performs the following services:

a) Logically organizing material for convenient use through shelf arrangement, classification, and cataloging.

b) Lending material for use in the location and at the time suited to each individual.

c) Providing information service designed to locate facts.

d) Guiding individuals in using educational and recreational material.

e) Assisting civic, cultural and educational organizations in locating and using material for program planning, projects and education.

f) Stimulating use and interpretation of material through publicity, displays, reading lists, story hours, book talks, book and film discussions, and other appropriate means, either in the library or in community organizations.

Public library materials, services, personnel and physical facilities cover the interests of all Iranian ages and population groups. Starting with the youngest, the pre-school child needs special reading resources and assistance. School age children constitute another active part of the library responsibility. Teen-agers

and young adults, the challenging group approximately thirteen through nineteen years old making the transition from home and school to adult life, constitute still another distinct responsibility. The various groups and interests in the adult population — the parent, the farmer, the businessman, and the government official, for example - - should be reflected in materials and services. This responsibility extends to those aspects of the well-being of older and retired people which can be served by library facilities. Each standard applies to all ages and groups and is not achieved if its provisions are met for only part of the population. In certain cities, however, children and adult public library service will be provided by separate library systems.

Libraries should play an important role in Iranian programs of economic and social development, and capital investment in their resources should pay high dividends. Improvement of Iranian library services and research can lead to improvement in agricultural and industrial development. The role of public libraries in social development, in adult education and literacy compaigns is very important. Public libraries can provide specialized community information needs in collaboration with specialized libraries, also.

In essence, the public library provides materials and services. The other topics discussed — personnel, materials, physical facilities, etc. — relate to the necessary means of achieving adequacy in the basic fundamentals. These functions underline modern library service, without which the Iranian child and citizen are denied reasonable development opportunity. Achievement of the standards will enable a library to perform the essential functions successfully.

The Library Systems Concept.— The modern Iranian has wide interests and can use facts and imaginative material to improve his way of life. The benefits to his family from skilled librarians' services in anticipating and locating what he wants and guiding him in using and interpreting resources are no less for the

villager than for his city cousin. Some Iranian cities will soon develop library branch systems which meet the standards in this memorandum. Although the needs are similar in rural areas, the small population there makes it difficult to provide the financial resources to cover the wide rangeof materials and the services of specialized staff to meet those needs. Even if money were available, some types of material, used frequently in a city, would attract few town users.

The problem is similar to that of providing school and hospital facilities. Ways are being found to bring such facilities up to minimum standards for Iranian villagers. Often the organization of library resources, however, has continued to depend on isolated units poorly connected with each other, with some large city units having more substantial resources.

Two clear and significant characteristics of present-day life open the way for a solution to the problem: 1) improved modern trnasportation and communication, and 2) close coordination among government units and levels. Even as modern transportation and communication facilities bring distant Iranians to good medical facilities or bring special medical facilities to them, so it is possible to go to or bring out specialized library resources. Even as governmental units cooperate to improve school, road, and other services, so the same cooperation can apply to library facilities.

Libraries working together, sharing their services and materials, can more nearly meet users needs. The co-operative library approach is very important. Without close co-operation with the Board of Trustees for Public Libraries, with ostan libraries, and with other town and city public libraries, reaching these service standards will be very difficult for most Iranian public libraries.

Dramatic evidence of the importance of joint library action among smaller cities can be obtained where costs to achieve the standards are calculated. A library serving 20,000 people requires almost twice as much per capita income to achieve these minimum standards as a library serving 200,000 people.

As a solution to this problem, libraries must work closely together in groups called "systems". In order that all types of libraries within a developing country can make the maximum contribution to its economic and social development they should be closely coordinated into systems and networks. Such co-operation at the regional and national levels, including exchange of material and development of services co-operatively, should enable Iran to obtain greater benefit from the resources available.

Already Iran has one large nation-wide system of childrens public libraries under the Institute for the Intellectual Development of Children and Young Adults. A local system example is the Tehran Public Library with headquarters in City Park and branches in various city sections. In both systems, all books are chosen and processed in one place and all personnel are selected and supervised by one director.

In the future, Iranian public libraries must develop closer relationships among themselves by ostan and city. Provincial and city systems, including large and small libraries in natural areas, must work together to make a wide range of materials and services readily available to all residents. A system provides service accessibility through branches, cooperating libraries, and bookmobile stops, plus a pool of resources and services at the central library, used in common by all of the outlets.

The library systems concept is not limited to public libraries in a natural trade area. The system should draw on greater and more specialized resources offered by other types of agencies, also, particularly the resources in research and special

libraries sponsored by ministries, colleges and universities. All should be utilized in a carefully organized national service program. Also, part of the system are the Iranian Documentation Centre with extensive reference facilities and the Tehran Book Processing Centre which offers advisory, bibliographic and processing services. In such a system, the village reader will have access not only to all material in his ostan, but beyond that, to all material in Iran.

The development of large and small, local and national library systems does not weaken or eliminate the small community library. On the contrary, it offers that library greatly expanded and improved resources and services. In other countries, much experience has demonstrated the practicality of library systems in all sorts of situations, but always with the aim of enriching the resources available to the people served. In a system, a local library becomes a vital link connecting the user with the system's full resources. Its system membership brings to its clientele resources and services previously unattainable.

These standards are for resources and services available to the local reader, but not necessarily all available within his local community. The frame of reference is the library system in the region or ostan in which the user lives, as well as the single library outlet in his city. These standards are for an Iranian system of public library service meeting users' needs, whoever and wherever they may be.

In carrying out its mission, then, the Iranian public library system should operate on three levels:

a. The local library, serving city or village, in large cities supplemented by its own branch system, serving under a local Board of Trustees.

b. The ostan central, or headquarters library, supplying resources and specialized personnel in some depth and supervising all ostan public libraries.

c. Under the Ministry of Culture and Fine Arts, the national Board of Trustees for Public Libraries, using its affiliated resources and those of other government libraries, providing professional guidance and financial direction as well as access to a wide range of other advice and resources for Iranian public libraries. The national Board should supervise all ostan and ~~local~~ public libraries.

Structure, Government, and Finance.— This section outlines the overall Iranian Public Library program, its government and finance.

1. Public library service should be explicitly mentioned as an important concern in the Iranian legal statues, and the national Board of Trustees for Public Libraries' function in developing it stated. Further, the responsibility of the Board of Trustees for Public Libraries and the ostan libraries for guiding, strengthening and reinforcing local service should be specified. The Board should be alert to the need for legislation beneficial to Iran's public libraries, should see that it is drafted and submitted to the Majlis and Senate. Iran's library legislation should be comparable to that of the most library advanced nations in the world.
2. The national Board of Trustees for Public Libraries should assist ostan libraries in organizing their facilities and carrying out their programs. It should assist local libraries in many ways and should allocate part of its funds for local and ostan library use. The national Board should conduct research to find solutions to Iranian public library problems and sponsor co-operative service projects. Also, it should initiate and encourage demonstration and experimental programs leading to local library improvement.
3. The Board should maintain as a basic national resource a large collection of material for all subjects and age levels, and should provide professional librarians for its supervision, organization, and service. This is the National Library, Tehran, which should support the ostan and local libraries in advice, collection, and service.

4. There should be an ostan central library open to every ostan resident and so located that he will find it convenient to combine shopping trips with library visits. The ostan central library should provide a comprehensive collection of library materials and a staff to serve it. In certain cases, two or more ostans may need to band together to form one system and serve an entire area. In most cases, in the next decade or so, the ostan central library and the ostan capital city public library, presumably the ostan's strongest public library, should be the same. In this way, efforts can be concentrated on building up one strong public library in each ostan instead of dividing support among several small libraries.

5. A program of supplementary services must be maintained at the ostan level to support separate libraries throughout the ostan. The ostan central library should stimulate, plan for, and aid all local libraries. Advisory service for local librarians, board members, and government officials and lending service from its collection should be provided. Specialized material requests should be obtained from the National Library. The ostan central library should consult with the national Board on all local and ostan policy matters. This library should collect and report statistical and factual library information to the national Board.

6. The ostan central library and the local libraries in an ostan should function together in a closely coordinated "system" affiliation. They should develop uniform lending policies and procedures and allow all persons in the ostan equal borrowing privileges. These libraries should provide for interlibrary loans, an important service, so material in one library may be easily and temporarily transferred to another library where it is in demand. Each ostan should have a union catalog service to inform all libraries therein of the material available in each one.

7. The local city public library should be an integral part of Iranian city government. Every city public library should be controlled by a local Library Council responsible to the local government for fiscal administration and to the ostan central library for professional service. Councillers should be chosen,

not for partisan reasons, but for their value to the citizens, government, and library in interpreting community needs, the government's regulations and library policies. Each library should have full opportunity and regular channels for presenting its needs to the government unit which maintains it. A library should have such freedom to obtain personnel and purchase material as will insure appropriate quality and economy. The public library should report annually and formally to the local government authorities and to the ostan central library.

8. The function of the local Board of Trustees, the chief librarian and his staff should be clearly understood. All three groups should study and plan library policies co-operatively and on good terms and the Board of Trustees should clear all major policies with the ostan central library. The library Board should appoint the chief librarian. After he has served local Board policy approval, he should carry out decisions as well as work out the library's budget and supervise expenditures. As the technical expert, the chief librarian should be the library's chief administrator with full authority and responsibility for book selection, services, and library administration. All staff members should report to him and should carry out the policies and practices which he has recommended, to the best of their abilities.

9. Public library service should be universally and freely available in Iranian towns and cities. Every individual should have easy access through his local outlet to the full range of modern library facilities provided by large and comprehensive library agencies in the ostan and the nation. The local library should be able to provide the most frequently requested material from its own collection. It should maintain a service program which locates information, guides reading, organizes and interprets materials for people of various backgrounds, stimulates thinking and discussion, and aids community enterprises.

10. Public and school libraries should be part of an Iranian network of library facilities and should work closely together to provide co-ordinated and complete service for children and young people. These two types of libraries must work closely and co-operatively with the Institute for Intellectual Development of Children and Young Adults in providing service for these age groups, also.

11. New libraries should be established only with the approval of the national Board of Trustees for Public Libraries and only when a local community is assured of giving strong support to the library, of cooperating closely with the ostan library, and of meeting these public library standards within the first ten years of operation. The local library must appoint its local Board of Trustees, and they must be approved by the ostan Central library as well as by the local city officials and the ostan Governer General's office. Normally, it is difficult for an Iranian town to support such a library properly unless it has a population of at least 20000 people. In cities, branch libraries may be established to serve neighborhood population of not less than 50000 people.

12. By law, 1.5% or 0.015 of the tax money collected in each Iranian town and city must be spent for public library service there. Also, by law, one fifth of the 1.5%, or 0.003 of this money must be spent for the public library childrens and young adults service of the Institute for the Intellectual Development of Children and Young Adults. By good administrative practice, at least 50% of each library's budget should be spent on salaries, the rest on materials and supplies. Annual expenditure per person living in the area served should be at least 15 Rials plus capital expenditures, the UNESCO Asian minimum standard. This per person standard, like all others in the document, includes all adults and children, literate or not.

Personnel.— 1. The important functions of all libraries call for personnel of the highest competence and integrity. The selection of qualified staff members as well as the organization and conditions under which they work are basic considerations. Within and between libraries there should be a clear ladder of advancement for qualified persons. The chief librarian should recruit and select staff members and assign appropriate duties to them. Four levels of personnel should be recognized: a) professional, with Bachelors degree major or Masters degree in library science, b) subprofessional, with a bachelors degree in another subject field, c) high school graduate typists and clerks, and d) tea servers and janitors. Not all libraries will have staff members from each group, though ostan central libraries should have. Professional duties and responsibilities should be assigned to professional personnel andnon-professional duties to non-professionals.

2. Usually professional positions fall into one of three groupings: those requiring administration, organization and control of materials, and public contact. For adequate performance, professional position require, a) an understanding of library objectives, policies and techniques, b) familiarity with the principles of library organization and administration, c) acquaintance with the content and use of information and bibliographic tools, and d) an understanding of material and users and the means by which they are brought together in effective relationships. A successful librarian will have personal qualities which include a sense of purpose, understanding of people, dedication of service and awareness of community needs and problems. He should be open-minded, alert to changing conditions, and able to devise and utilize local means and methods. With intelligence, imagination, and wide knowledge of materials, he should be able to make library resources vital to individuals and groups. Public library head should be the most capable and highly educated staff

member therein, the person who possesses the above attributes to the greatest degree. He should be a professional librarian, or at least a person who has had some workshop or formal library education. Each ostan central library should be headed by a professional librarian. Senior staff members should be encouraged to take an active part in Iranian Library Association activities and to carry out library science study and reading programs.

4. Most Iranian non-professional positions fall into three groupings, also, administrative (business operational), clerical (including paging and shelving), and maintenance. For adequate performance they may require specialized training and clerical or other ability of a high order, but they do not require an overall knowledge of librarianship's theoretical and evaluative aspects. Typist and clerical staff members will perform such duties as typing catalog cards, charge cards, correspondence, orders, order slips, and book pockets, pasting in date due slips and book pockets, charging out books and discharging them when they are returned, sending overdue notices, shelving books, shelf reading to check proper order, stamping ownership in books, and checking in periodicals. The usefulness of competent typists cannot be overemphasized.

5. Staff members should be hired on the basis of their promise as workers, not because of their family or political connections. In recruiting job candidates, women should receive the same consideration as men since their success in librarianship will be as great. Initially, staff members should be hired on probation and given Iranian civil service status only when their value is proven. Poor employees are difficult to get rid of after they achieve civil service status. All employees should be workers, not watchers; if the latter, the personnel complement should be tripled. Promotions should be made on the basis of merit only.

6. Pay rates should be comparable in all grades and stages with pay rates in the other fields with which libraries must compete. The State Organization for Administration and Employment and the Ministry of Culture and Fine Arts have established regulations concerning salaries and employment levels. If at all possible, they should be interpreted uniformly throughout each ostan.

7. All permanent employees should be under government civil service. Also, they should have the health, vacation, and retirement benefits enjoyed by other government employees.

8. The library should observe standard Iranian personnel administration practices. Harmonious relationships should exist between administration and employees as well as among employees. Clearly defined channels of two-way communication between administration and staff members should be established for discussion and adjustment of individual and staff problems. Staff members should be encouraged to offer views and suggestions related to their work. They should be kept fully informed about library decisions and plans, and closely coordinated team-work should be expected of them. Positions in all libraries should be clearly defined and differentiated in writing in terms of requirements, duties, and responsibilities. All staff members should have conditions of employment that insure job satisfaction and high morale. Comfortable working conditions should be provided, including provisions for rest and relaxation, efficient work space layout, proper tools and equipment. The vacation allowance should be two or four weeks annually. Allowance should be made for sick leave with pay, daily rest periods, tea service, and attendance at library conferences and workshops. A 35-40 hour five or six day work week should be standard.

9. The ostan central library should have personnel adequate to provide the ostan-wide leadership, guidance, planning, and specialized information service needed in administration, technical processes and service to adults and children. Certain central library personnel should be scheduled to visit local libraries at a frequent intervals to guide

and assist them. A well-organized program of staff in-service training should be maintained under the supervision of the ostan central librarian. The policies being carried out should be explained to all local and ostan staff members, and they should be shown how to carry out their tasks, step by step.

An example of major responsibility areas for the ostan central library's cheif of children's service are the following, to

a) Create and improve the program in children's service, through participation in each library's planning for the development and growth of library service and in standards development and implementation.

b) Stimulate cooperation and heightened performance of part and full-time ostan children's assistants through regular meetings to discuss, study, recommend, plan, and initiate joint programs designed to improve the quality of children's library service throughout the ostan.

c) Assist in improving competence throughout the ostan by providing opportunities for the formal and informal education of all children's assistants, including participation in regional and national conferences.

d) Provide a channel for the exchange of trends, information and materials on all aspects of children's library service.

e) Provide means for continuous critical evaluation of Iranian library materials by distributing bibliographies, establishing examination centers and travelling exhibits.

f) Communicate and work with other ostan agencies concerned with children's welfare and with library programs for the institutionalized, blind, and physically handicapped, exceptional and disadvantaged children.

g) Cooperate closely with all local school libraries.

h) Maintain a close relationship with ostan and national library and childrens association.

10. A program of compulsory certification should be administered for public librarians. The national Board of Trustees for Public Libraries should establish the certification regulations covering Iranian professional and subprofessional library staff members.

11. The number of library staff members should be sufficient to perform the duties involved in assembling, organizing, and interpreting materials and in providing efficient service during all of the library's service hours. One full-time staff member, professional or clerical, should be the minimum staff provision for every 10000 people in each library's service area. For every 100000 people, there should be at least one professional librarian. A ratio of at least ten non-professional employees will be needed for every professional librarian, due to the shortage of professionals. Maintenance personnel should not make up more than one tenth of the staff.

Materials.— 1. The Iranian public library should exist to provide materials which communicate experience and ideas from one person to another. Its function is to assemble, preserve, and make easily and freely available to all people the printed and other materials that will assist them to

a. Educate themselves continously

b. Keep pace with progress in all fields of knowledge

c. Become better members of home and community

d. Discharge political and social obligations

e. Be more capable in their daily occupations

f. Develop their creative and spiritual capacities

g. Appreciate and enjoy works of art and literature

h. Use leisure time to promote personal and social well-being

i. Contribute to the growth of knowledge.

2. Physically, the materials should cover a variety of forms: books, periodicals, pamphlets, newspapers, and such non-book materials as pictures, slides and films, filmstrips, maps, recordings, and the various forms of micro-reproduction.

3. Each library should have a written material selection policy statement which has been approved by its Board of Trustees. This statement should cover the scope, emphasis, and depth of its collection in each subject field.

4. Material should be added because it serves agreed purposes, meets quality standards, and is interesting to local readers. Continually, the library should seek the best materials to serve purposes and needs. Selection follows from conscious study of various group needs — those of children, businessmen, hobbiests, and music lovers, to name only a few. The community's various age and interest group needs should be reflected in the library's annual expenditures for materials. Factual accuracy, effective expression, significance of the subject, sincerity and responsibility of opinion and other factors must be considered and at times balanced against each other. Durable and attractive paper, binding, and print are desirable. For non-book materials, considerations of physical and technical excellence, as shown in the quality of the photography and sound, must be considered. In making its choices from available material, the library must be guided not only by the demands of those using the library constantly; it must be aware of unspoken community needs if it is to serve effectively as an open door to "the wisdom and experience of all mankind."

5. The local library collection's character and emphasis should be influenced by the existence of other collections in the area. And it should contain opposing views on controversial topics of interest to users. A collection of materials which supplements and reinforces local library resources should be maintained by the ostan-library.

To meet the needs of readers with specialized interests and to supplement and enrich its limited resources for general readers, the local library must be able to draw upon larger collections. In the larger city and ostan central libraries, a reference collection of handbooks, manuals, encyclopedias, almanacs, directories, dictionaries, atlases; book and serial indexes will be very useful.

6. Selection of materials should be carried out by the chief librarian on each staff. Each local library should have a regular opportunity to suggest, discuss and select titles from the new material being published. Normally, materials for a local library lacking a professional librarian should be selected by the ostan central library.
7. Books can be selected from Iranian publisher's catalogs, from the National Library Bibliography, the annual Tehran Book Society Bibliography, and Rahnema Ketab. Foreign material can be selected from tools available at the nearest university library or at the Tehran Book Processing Centre National Bibliographic Centre. Selection of library materials must be an orderly, well co-ordinated process. Procedures for reaching decisions on materials to be ordered should be carefully planned, and the individuals responsible should be clearly indicated. Information about materials in the processing department must be coordinated to avoid duplication. The majority of each library's materials should be Persian, but in city libraries, 10% of the collection may be in other languages.
8. Social science and science serials can be selected from among those titles indexed in the Irandoc Science and Social Science Abstract Bulletin, but humanities serial titles must be available, also. Approximately, 50% of the titles should be bound to provide back files for reference use. Such periodicals should be retained for twenty five years in bound form. Microfilm files may be substituted for bound newspaper and periodical files where available.

10. Pamphlet collections should be developed and maintained in order to provide material on new or small subjects which have not yet been incorporated into more conventional printed sources. Iranian government publications will be useful, also.

11. Audio-visual materials should be used because they facilitate the use of printed material and augment library services

    a) by rendering service to the illiterate and barely literate population

    b) by promoting systematic adult reading

    c) by making information available to local Arabic, Kurdish, Armenian, and other language groups for which little printed material is available

    d) by facilitating the education of children and encouraging them to read

    e) by providing important information to various local economic and social groups on the problems of industrial development, agricultural improvement, disease control, family planning, etc.

Audio-visual materials may be acquired and stored in ostan central libraries and made available on loan to local libraries. It may be borrowed from the Iranian Documentation Centre, also. When such material is available in the local library, it should be loaned for use outside the building. Purchase and utilization of these materials should be co-ordinated with that of other local social and educational institutions.

12. Systematic removal of material no longer useful is essential to maintain the quality of the collection. Public library users need up-to-date, accurate material, practical and currently useful, so older fiction and non-fiction must be withdrawn. Annual withdrawals should average at least 5% of the total collection. Accessioned withdrawals can be boxed, stores and catalog cards pulled. Unaccessioned withdrawals can be withdrawn, catalog cards pulled and material sent to the Iranian Duplicate

Exchange Union at the Iranian Documentation Centre in exchange for more useful material.

13. Any manuscript in the public library's collection should be donated or sold to a university library. If it must be kept, it should be cataloged and stored in a vertical file case or in the chief librarian's office.

14. An annual inventory of all accessioned volumes should be taken so records can be corrected and replacements ordered. The chief librarian should not be held responsible for the collection losses which always accompany library use.

15. Each ostan library system should contain at least one volume for every four ostan inhabitants. A minimum of 2500 volumes of currently useful printed and audio-visual material should be available in every ostan library system, and a minimum of 1000 volumes should be available in every local town library. Collections should be maintained by annual addition and replacement of not less than 1/50th volume per capita. Up to 25% of the volumes in the system should be written for children, and the same volume percent should be added annually. At least 5% of the annual additions should be interesting to young adults. New titles added annually should equal at least 5% of the basic collection size. Sufficient duplicate copies should be added to handle demand for popular titles. At least one current periodical title should be available for every 2000 people in each library's service area, with titles duplicated as needed. A minimum of ten periodical titles should be available in each local library, and at least fifty titles in each ostan central library. Every local library should have at least one daily newspaper and ostan central libraries should have at least one Tehran newspaper, also.

Processing.- 1. Organization and control provide a bridge between library material and effective use. Without organization (cataloging and classification), the material is difficult to locate; without control (circulation and shelf records) readers lack easy access to it. Organization and control begin with the selection of material, accompany it through introduction into the collection, exist throughout its lifetime, and provide for its removal when useless. Much of the quality of library service depends on the quality of processing. The nature of processing, in turn, depends upon service requirements.

2. Organization and control of materials should follow accepted management principles. Responsibility for each processing step should be clearly defined and assigned to designated staff members. The various processes should be administratively related to each other to insure full coordination. Care must be exercised to prevent unauthorized supplementing of processing responsibilities in other departments. Systematic work flow should characterize the organization of materials. Indexes, bibliographies, abstracts, printed cards, and printed multiple copy forms should be used to facilitate work organization.

3. Cooperation and centralization should be sought in acquisitions and cataloging of materials. There are many advantages in cooperation and they include securing a better discount in buying materials, economy in eliminating duplicate taskes, elimination of the need to duplicate expensive bibliographic and professional tools, assurance of having work done expertly, advantageous procurement of suppliers, uniformity of work procedures, saving time and labor by utilizing machinery too expensive for smaller libraries to purchase, better deployment and training of personnel, and speed in making materials available. There is no reason to repeat work already done elsewhere. All Iranian libraries can gain through pooling their experience and through such

cooperative ventures as planned buying, centralized cataloging, cooperative bibliographic centers and union catalogs. Cooperation is especially important to libraries lacking professional staff members. While cataloging and related procedures should be adapted to meet the needs of individual libraries, ostan-wide uniformity and consistency should be practiced. If at all possible, acquisitions and cataloging should be carried out in the ostan central library for the entire ostan public library system or by the Board for all public libraries. Also, acquisitions and cataloging can be performed on a fee basis for public libraries by the Tehran Book Processing Centre.

4. All materials should be made available for use as promptly and kept available as continuously as possible. No more than one month should elapse between book receipt and availability for use. When their physical condition is poor, books should be mended or rebound.

5. In ordering material, the library should secure the best possible discount commensurate with satisfactory service. All appropriate means of supplementing the collection with free material should be utilized. Acquisitions records should be kept as simple as possible, yet show at any time the author, title. publisher, date and source of each title on order, what has been received, budget encumberances, expenditures, and balances. In an accession book, every library must list the volumes added to the collection. Periodical subscriptions should be utilized wherever feasible and records maintained to show issue receipt as well as provide the information needed to insure prompt claiming of missing numbers.

6. The collection of library material should be organized logically, and appropriate card catalogs and guides should be made available to it. A system of identifying each item must be provided. All material should be arranged in an orderly fashion. Books should be arranged by grouping together those on the same subject for ease in use. Such an arrangement can be accomplished by using a standard library

classification system.

7. Cataloging includes descriptive and subject cataloging, classification, shelf listing, card preparation and catalog editing. The library should follow the Anglo-American Cataloging Rules (American Library Association, Chicago, Illinois, USA), now being translated into Persian by the University of Tehran, Central Library. Subject headings can be taken from the Library of Congress Subject Heading List or from Sears Subject Heading List (H. W. Wilson Company, New York, N. Y.). The Tehran Book Processing Centre is compiling a list of original Persian subject headings, also. The Cutter-Sanborn Author Number Tables should be used, and the Tehran Book Processing Centre is translating and adopting them for Iranian names. Other added entries may be added to the catalog to meet reference or reader guidance needs. Classification should be carried out with the Dewey Decimal Classification (Forest Press, Lake Placid, N. Y.) All of these authorities are used widely throughout the world, and they are recommended because of their usefulness in small Iranian public libraries. A copy of each one should be purchased for each processing department.
8. Every library must have a shelf list in card catalog form, listing books in call number order, and a public catalog listing the authors, titles, and subjects of the books in the collection. In addition, a central city library should maintain a union catalog showing the holdings of all city branch libraries. Tehran Book Processing Centre printed cards may be used to save the staff's time and prepare a standardized, accurate, and attractive catalog. The public catalog must be readily accessible to the public and should be located in the reading room or near the circulation desk. Catalog use directions should be provided. All records of materials must be kept up-to-date.

9. Normally, current periodicals should be arranged alphabetically by title on display shelves so they can be found easily. Subscriptions must be maintained on a continuing basis to avoid holdings gaps. Pamphlets should be placed in vertical file cases or else classified and shelved in pamphlet boxes by broad subjects.

10. Additional processing steps are needed to prepare cataloged material for use. Call numbers should be neatly printed in a uniform place on each book's spine. Shelf preparation should include book pocket, charge card, date due slip, plastic jacket, and ownership stamp. Plastic jackets which cover the book's original dust jacket will help to retain its original appearance for a considerable time. All library materials should be kept in attractive condition. Regular shelf reading should make sure that all books are in the proper order.

Service.— Providing material is only the first step. The second basic function — that which differentiates a library from a mere collection of books — is service.

1. Each public library should adopt a written statement of clear, realistic, and specific service objectives. This statement should be revised each year in the light of new developments.

2. The Iranian public library should be closely integrated with the city served. Periodically the community should be studied in order to learn more about its people, groups, and institutions, and to keep current with their developments. The library should be in regular contact with other local social agencies, be informed of their personnel, purposes, and activities, and design its programs in relation to their services.

3. Liberal service hours should be maintained. The ostan central library should be open daily and continously for the full range of services during morning, afternoon, and evening hours. The small local library should provide service for

several hours during the late afternoon of six days each week. Bookmobiles serving outlying areas should maintain regular visit schedules at intervals of no greater than two weeks, and of at least two hours per stop.

4. All library material must be kept on open shelves to encourage browsing and use. All books, except reference material, should be available for use outside the building. For most material, the loan period should be long enough to enable persons with many interests to utilize them, and the number of pieces lent to any person at one time should be large enough to meet special demands. Borrowers should not be required to pay a fee for use, nor to deposit their identification cards at the library while their books are charged out. But an identification card should be shown whenever material is to be taken out home. Iranian university student identification cards should be honored as borrowers cards. Borrowers should be expected to print their names on circulation slips for easy identification. As great uniformity as possible should prevail among libraries in the same ostan as to loan period length, renewal privileges, number of pieces which may be borrowed, fines for overdue items, and other loan regulations. A borrower's receipt may be needed for each book returned.

5. Each loan library should meet its community's frequent informational and reference service needs. The ostan central library should provide full-time reference service competent to handle inquiries about general topics and subjects of special importance in community life. It should be organized to answer requests which are outside the local library's scope. For instance, service should be provided for local businessmen: Directories of Iranian business firms, information about comparable businesses abroad, government, chamber of commerce, Ministry of Economy, export promotion, Institute of Standards, and Tehran stock market reports should be secured regularly and publicized to them. Similar service should be given to other important community groups.

6. Each library should have a positive program of user guidance in educational, informational, and recreational material use. It should guide and stimulate use by personal consultation, lists of material, library use instruction displays, collection arrangement, newspaper, periodical, radio and television presentations, and public programs. The public library may sponsor or co-sponsor adult group activities, such as film forums, discussion groups, lectures, poetry readings, and music programs. All such activities should be clearly related to the further use of library materials.

7. Storytelling sessions and film showings should be featured in many childrens departments. Children may wish to act in plays, put on puppet shows and carry out other activities appropriate for their age group. A summer reading club can be organized among local children to encourage recreational reading with certificates and badges awarded to the better readers. Each year every local elementary school classroom group should be invited to visit the public library with their teacher for a tour and introduction, tea and biscuits. Those children who wish to receive them can be given borrowers cards.

8. Good Iranian library service requires an effective public relations program. Public relations begins with a friendly and helpful approach to the public by every staff member and continues with the promotion of understanding attitudes toward library objectives, the dissemination of information regarding behind-the-scenes-operations, material, services and activities available to the public. The public relations program should be carefully planned. All available communications media should be used to present library information to the community.

9. A Friends of the Library group can build good community relations as well as supplement the book collection. Such a group should attract book collectors and other serious students who can meet regularly to discuss ideas and books and supplement the library's collection with gifts of materials or funds.

10. Bookmobile service should be provided for areas in which the population is too sparse to warrant establishment of a permanent library, yet which are close enough to a strong library to enable a bookmobile to return to that library each day or two for restocking. Bookmobiles should be sent out five days a week for service, morning, afternoon or evening.

11. Certain parts of Iran are both sparsely populated and quite distant from any population center. It is difficult to provide public library service for the villages and rural parts of these areas, and in some of them, it will be impossible to provide any service at all for many years. In certain other cases, however, not more than 200 kilometers from a well organized public library, a library station may be established. Such a unit would have no staff of its own but would depend on a store keeper, housewife, or postmaster, for instance, to carry out minimum circulation routines. It would have a small stock of 200 or so books, changed monthly by truck from the nearest public library.

12. Data should be recorded to measure the library's collection, aid in making administrative decisions, report to the Board of Trustees, and publicize services. Only those statistics should be kept which are actually useful. Normally, they will include circulation statistics to show collection use, perhaps broken down by call number or show use by subject. Also, reference question statistics show serious information gathering use. The number of volumes accessioned will show the collection's growth and can be added to the previous collection size to show the new total. Financial statistics should be kept to show income from the local governmental unit, from the National Board of Trustees for Public Libraries, and from fines, and to show expenditures for material, staff, supplies, equipment and physical plant, also. Spot checks can be used to collect some of the data. Other statistics may be kept on staff activities as the need arises. Library statistics should be

prepared and reported in order that administrators, the local Library Council and the national Board can measure performance, note trends, and within proper limitations, compare the work accomplished and extent of services among similar libraries. Also, this information can be used in publicizing library services and accomplishments.

13. Library service evaluation is a continuous process and is essential to library system progress. In carrying out an evaluation program certain minimum quantitative standards will be helpful as frames of reference. Percent of the population of school age and above who are registered as borrowers should equal 5%. Minimum annual circulation per capita should equal one volume. Superior service would be shown by a circulation of two volumes per capita and active registration of 10% of the population.

Physical Facilities.-- 1. No matter what its size, the public library building should serve as a symbol of library service. It should offer to the Iranian community a compelling invitation to enter, read, look, listen and learn. The library's physical facilities should fit the pattern of service rendered. Therefore, there is no one standard building design for Iranian public libraries. An experienced librarian and a qualified architect should work in full cooperation from the beginning of a building project to its completion. All plans should be checked with the Board and with the ostan central library before construction starts. Planning a new library building or renovating an old structure should start with a program statement covering objectives, activities, and requirements before even preliminary plans are drawn. Furniture and equipment should harmonize with building architecture, contribute to library service program efficiency, and provide a comfortable environment. Normally, a one story building is to be preferred except for a very large building.

2. The library building should be located at one of the busiest corners in town in order to stimulate extensive use. Books and reading areas should be visible from the outside and easy to reach by users entering the building. Near the street level entrance of a large library a directory should provide information about services and activities. Rooms, service points, collections and parts of collection within the building should be clearly identified, often by subject. Stations for staff members serving the public should be kept to a minimum to economize on staff, but located for users' convenience, and should be easily accessible to work rooms.

3. The library structure should be efficient, flexible, expandable and rearrangement possible. It should be planned to accomodate a minimum of twenty year's expansion of service and Iranian community growth. Fixed walls should be kept to a minimum. The library sections which readers use most frequently - - book and reading areas, lending desk, public catalog, and reference resources should be located in proper functional relationship to each other and to the locations for the processing of materials. Receiving, acquisitions, cataloging and preparation for the shelves areas should be close to each other on the same floor, planned for maximum economy, yet uncrowded, and have little unnecessary traffic.

4. The highest standards for physical characteristics should be maintained. While only broad generalization can be given, most local Iranian public libraries should contain at least 20 square meters of floor space for one thousand population served, excluding lecture halls. Ostan central libraries should contain at least 400square meters of floor space. Minimum public seating. Cooperation for local libraries should be one seat per one thousand population served. Each ostan central libraries should seat at least fifty people, including at least fifteen seats for children.

5. At least 70 footcandles of light are needed on reading surfaces. Heating in winter and cooling in summer must make the building a comfortable one in which to work. Attention should be given to reducing noise through use of drapes, rugs and partitions. Lending facilities should ensure rapid, unobtrusive handling of transactions. Efficient, attractive exhibit space should be provided for the display of a wide range of printed materials. Storage space and facilities for handling audio-visual materials should preserve them from damage yet make them readily available to users.

6. The ostan central building should be so located and designed as to provide maximum accessibility for its entire area and space for the full range of standard library services. It must be built to provide the reference and processing services needed by an entire ostan. A variety of reading facilities — easy chairs, large tables and single carrels — must be available. It should have an adult reading room and a separate reading room for children and young people. Multipurpose rooms should be provided for meeting, viewing, and listening programs. Office and workroom space will be needed for the ostan central processing staff and for central childrens and adult work supervisors.

7. The local community library should have the space and facilities to serve as a reading center for its immediate district. It may be located in a bazaar, in a cultural center, or a store, in rented or purchased quaters, and should be directly on the street, not in the center of a park. Bookmobile stops should be provided at intervals so that every school age child can reach one alone. Each bookmobile should be well designed and hold at least 1000 books.

8. Every library must have at least one recent Persian language typewriter in good working order and access to mimeograph and adding machines. Other useful equipment will include staff desks, reading room tables, and chairs, card cabinets, vertical file cabinets, wooden or steel shelving, display shelving for periodicals, supply storage cabinets, work tables, telephone, wall clocks, and audio-visual projecters. Needed supply items include charge cards, identification cards, stationery, accession books, correspondence record books, order cards, blank catalog cards, book mending supplies, date due slips, book pockets, book jackets, scotch tape, book spine labels, card sorters, plastic adhesive, library ownership stamps, date stamps, form claim letters and pamphlet boxes. For the sake of uniformity and inter-library cooperation, it is important that library equipment and supplies meet standard Iranian specifications.

Sources of Additional Information.-- 1. Bibliography

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2. Additional assistance can be obtained from the Iranian Library Association, P.O. Box 11-1391, Tehran; the Library Association, Ridgemount Street, Store Street, London, U.K.; the American Library Association, 50 E. Huron Street, Chicago, Illinois, 60611, USA; or the Tehran Book Processing Centre Planning Department, P.O. Box 11-1126, Tehran.

3. There are three library schools in Iran: 1) The University of Tehran Faculty of Education Department of Library Science offering an undergraduate Bachelors degree minor, and a graduate Masters degree major; 2) The Teachers Training College, University of Tabriz, offering Bachelors and Masters degree majors, and 3) Iranzamin, The International School, Tehran, offering a junior college degree.

4. Examples of Iranian public libraries which may be useful to observe are those in Niavaran Park and Queen Farah Park, Tehran, branches of the Institute for the Intellectual Development of Children and Young Adults. Also worth study are the small libraries operated by the British Council and the U.S. Information Service in Tehran. Each one, however, is large enough only to serve an Iranian town of 20,000 people.

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